2011 Annual Report

Human Resources Modernization Project

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Executive Summary

Under the joint sponsorship of the Department of Personnel Administration (DPA), the State Personnel Board (SPB), and the Department of Finance (DOF), the Human Resources Modernization Project (HR Mod) launched in October 2007. HR Mod's eight year mission is to modernize and streamline the State's Human Resources (HR) programs through classification consolidation, identifying competencies in occupational areas and leveraging technology to facilitate recruiting, hiring and retaining a well-qualified, high-performing workforce. During 2010, HR Mod focused on short-term efforts directly tied to the goals and objectives identified in its current Strategic Plan (Appendix A). Brief descriptions of these accomplishments and planned activities for the future are provided in this report.

The HR Mod team is comprised of a group of experienced professional and technical personnel, who provide expertise and knowledge acquired from years of working throughout many different State departments. In addition, HR Mod has received support and other loaned resources from many State departments and agencies which have played a critical role in HR Mod's ability to successfully achieve its goals and objectives.

Key Project Activities

HR Mod will continue through fiscal year (FY) 2015. Project deliverables governed by the State's constitution, such as new methods or approaches for conducting civil service examinations, will continue to be implemented throughout the life of the project. Project deliverables that may fall within the scope of collective bargaining, will take longer to implement. Incremental improvements throughout the project's life cycle are essential to the final delivery and implementation of a modernized and streamlined service-wide HR Program.

During 2010, HR Mod achieved a significant number of accomplishments resulting in improved efficiencies and greater effectiveness of the State's HR processes. These accomplishments, grouped into several broad categories, are summarized below.

This report describes the most significant accomplishments of HR Mod during 2010.

Recruitment, Selection, and Hiring Improvements

During 2010, the following improvements were made in the areas of hiring and merit based selection:

- Open, online, paperless exams for the classifications of Auditor, Labor Relations Analyst, and Registered Nurse were developed and implemented. Through the combined efforts of the SPB and HR Mod team this brings the total number of such exams developed and implemented to 14 (see chart below). These exams are available 24 hours a day, 7 days a week to anyone with internet access. Each exam creates a single civil service list that is shared by many departments. Prior to implementing these on-line exams, each department developed and gave its own manually administered exam and, in most cases, only State employees who worked for that department could participate in the exam. By allowing both current State employees and non-State employees to participate in these exams, the pool of qualified candidates increases significantly, and duplication of effort is eliminated.

Exam	Implementation Date
Accountant Trainee	January 21, 2010
Associate Governmental Program Analyst	May 15, 2009
Attorney (Staff Counsel)	December 15, 2008
Attorney III Specialist (Staff Counsel III)	July 16, 2009
Attorney IV (Staff Counsel IV)	August 14, 2009
Auditor	March 29, 2010
Environmental Scientist	December 30, 2009
Labor Relations Analyst	July 12, 2010
Physician and Surgeon	January 21, 2010
Registered Nurse	March 16, 2010
Staff Services Manager I	July 21, 2009
Staff Services Manager II (Supervisory)	August 14, 2009
Staff Services Manager II (Managerial)	August 14, 2009
Staff Services Manager III	July 3, 2009

- Completed a compliance audit of the Three Rank Eligible List Pilot Study and recommended to the five-Member State Personnel Board that a new rule be adopted to make the option of using limited scoring in civil service exams a permanent option. The Board requested an independent audit which concluded in December of 2010. The Board extended the Pilot for one year while it considers next steps, with the following caveats:

  ➢ no new classifications will be added to the Pilot;

  ➢ additional tools, training, and resources will be developed to address feedback collected in the audits; and,

  ➢ a new assessment of the Pilot will begin in July 2011, with a report back to the Board no later than December 2011.

  Additional information concerning the "Three Rank Eligible List" pilot can be viewed at http://www.dpa.ca.gov/hr-modernization/three-rank-pilot.htm.

- Collaborated with the Employment Development Department's (EDD) Workforce Investment Act Division, Sacramento Employment Training Agency (SETA), and SPB and delivered training to 50 EDD/SETA employees on how to get a State job with a particular emphasis on hard to recruit for/essential state jobs unaffected by furloughs/layoffs. In addition staff worked to link exams and jobs to the CalJob website.

Classification Streamlining and Improvement

During 2010, efforts to streamline the State's extensive classification structure continued:

- Abolished a total of 50 unused State civil service classifications (48 rank and file, two excluded).

- Consolidated 18 department-specific investigator classifications into four service-wide classifications.

- Established a service-wide Project Manager classification that can be used by many State agencies.

- SPB approved a consolidation of the Veterinarian classifications into a streamlined classification structure that eliminated four classifications.

- Submitted a proposal to the SPB to consolidate seven Branch Chief classifications at the California Department of Food and Agriculture into one classification. This proposal is pending approval.

- Competency Modeling.

  Competency models identify the general competencies required for successful job performance in a specific occupational group. Competencies are the knowledge, skills, abilities, and personal characteristics, as demonstrated by on-the-job behaviors. Competency models can be used as a basis for examination development, selection and hiring, classification, learning and performance management, and workforce planning.

  - ➢ Released the Leadership Competency Model for executive, manager, and supervisor classifications. This competency model covers over 17,000 employees in 985 classifications working in approximately 150 departments. The Competency Model can be viewed at http://www.dpa.ca.gov/hr-modernization/leadership-competency-model/main.htm.

  - ➢ Completed a General Competency Model for rank and file Scientist classifications which will cover over 3,000 employees in approximately 160 classifications.

  - ➢ Completed a General Competency Model for the Labor Relations Officer classification (Exempt).

- Developed behavioral based questions and interview guides for classifications covered by the State of California Leadership Competency Model. The guides can be tailored for specific positions by HR professionals, managers, and supervisors to assist with making better job/person matches when filling their leadership positions.

Learning and Performance Management Improvements

During 2010, in the area of learning and performance management the project has implemented the following improvements,:

- Gathered, organized, and provided links to tools, resources, training, and information to help State of California managers, supervisors, HR professionals and employees understand and apply modern, best practice hiring, selection training, performance management and workforce planning processes that are consistent with the merit principle. Below are a few highlights of the tools, resources, and training developed during 2010. The complete index can be found at: http://www.dpa.ca.gov/hr-modernization/competency-based-hr-tools/main.htm

- Developed a guide "Preparing to Become a State Supervisor". This guide is designed to help current and future supervisors in all areas of State government build supervisory skills.

- Implemented numerous alternatives to instructor-led training to meet the mandated basic 80-hour supervision training as mandated by law.

- Partnered with the State Library to make available free online e-books, training videos, academic journals and periodicals to all State employees.

- Developed best practice score cards to evaluate trainers, training programs, and training courses that can be used as checklists to evaluate and improve statewide training.

- Developed a best practice Performance Management Cycle which expands performance practices beyond the formal evaluation process and integrates performance management with selection, training and organizational performance. The document identifies and describes the five key processes involved with performance management.

- Developed and released an interactive online tutorial titled "Modernizing California's HR Program." The tutorial includes tools, videos, which describes how competencies can be used as a basis for all HR functional areas (job classification, selection, performance management and workforce planning). The tutorial can be viewed at http://www.dpa.ca.gov/hr-modernization/competency-course/index.html.

- Established a statewide training portal for training officers and state employees. The portal provides training officers, HR professionals, managers, supervisors and state employees the opportunity to collaborate and share resources, and provides a list of free, online training that employees can use to fulfill mandated and desired training needs. The training portal can be viewed at http://www.dpa.ca.gov/training/portal/main.htm.

- Installed an online training calendar that allows agencies/departments to open up their courses to other agencies/departments.

Other Achievements

HR Mod also provided support to departments such as:

- Enhanced the HR Mod webpage to improve accessibility, communication, navigation, and appeal. Additionally many resources, such as tools and links, were made available to assist supervisors, managers, and HR professionals in performing their duties.

- Created the HR Mod "Living Library" to assist departments by encouraging them to identify a process in need of improvement and worked directly with the department to accomplish the change.

- Provided Personnel Officers, Training Officers, Labor Relations Officers, Exam Supervisors, Workforce Planners and Transaction Supervisors updates on the information, tools, and resources available on the HR Mod webpage.

Planned Activities/Work in Progress

The following project activities are projected to be completed in 2011:

- Map State classifications to the Federal O*NET-Standard Occupational Catalog of Classifications(SOC). Once completed, users will be able to see the connection between the State's classifications and the standard classification systems used by the Federal government, other state governments, local governments, and private industry. Completion of this mapping allows the State to use the federal government's vast array of tools, resources, training, workforce analysis and recruitment information which will enable us to become more consistent with nationwide public and private sector employers. In addition, with mapping, EDD job search programs and salary studies will be both more comprehensive and easier to complete.

- Implement online, paperless exams for the classifications of: Investigator, Special Investigator, Labor Relations Specialist, Accountant I (Specialist) and Personnel Specialist. These examinations will provide all state departments with access to list to fill vacancies in over 5000 positions.

- Consolidate 19 supervisor/manager classifications into four in the financial occupational group. This consolidation will cover approximately 900 employees.

- Make recommendations for consolidating supervisor/manager classifications in the Scientist occupational group.

- Extend the existing Supervisor/Manager Competency Model to include the remaining supervising/managing occupational groups associated with Bargaining Units 3, 5, 6, 7, 8 ,12, 13, 14, 16, 17, 18, 19, & 20.

- Enhance the Supervisors' Virtual Help Desk by completing and implementing 10-15 minute narrated PowerPoint training modules on topics related to the hiring process (Behavioral Interviewing, Screening Applications, Reference Checking, and Probation evaluations).

- Release the newly developed "Analysts' Virtual Help Desk." This Help Desk is designed to make knowledge tools accessible for current and future state analysts.

- Complete the development of resource guides for each of the 16 competencies identified in the Leadership Competency Model. Each guide provides a variety of free, on-demand resources available to help individuals develop their leadership competencies.

- Launch the State of California's Virtual Training Center that will deliver free online training in a variety of topics to the State of California's workforce.

- Launch the Performance Management Resource Center on-line training that expands on and trains to the "best practice" Performance Management Cycle (how to effectively set expectations, provide constructive feedback, observe, develop, formally evaluate and recognize employees).

- Enhance collaboration between departments in the areas of workforce and succession planning to build our next generation of leaders and address knowledge gaps in mission critical State government functions.

- Complete the development of a State Executive Development Portal. This portal will help State agencies meet their succession and workforce planning goals and contribute to the State's effort to create a high-quality leadership corps.

Conclusion

The State must continue to find cost effective solutions to classify, hire, train and develop employees. In addition the State must position itself to compete for talent and fill critical gaps in its workforce. It must also continue to improve and update its HR programs and processes to address hiring challenges and the loss of experienced and knowledgeable workers. The need to cut bureaucracy and streamline processes has become increasingly evident. Focusing project resources on activities that provide for improved efficiencies, yield an early return on investment and contribute toward the elimination of unnecessary redundant processes provides the best value for the state, employees and the public.